



State of Illinois  
Pat Quinn, Governor  
Illinois Department of Transportation  
Gary Hannig, Secretary

Illinois Department of Transportation

# INSIDE<sup>AND</sup> OUT

annual report 2008



Illinois Department  
of Transportation



# 2008 ANNUAL REPORT

## CONTENTS

Governor's Letter .....	1
Secretary's Letter .....	2
Introduction .....	3
Executive Summary .....	5
IDOT Inside .....	8
Aeronautics .....	11
Traffic Safety .....	14
Planning & Programming .....	20
Finance & Administration .....	21
Chief Counsel .....	26
Highways .....	28
Business & Workforce Diversity .....	37
Governmental Affairs .....	39
Public & Intermodal Trans. ....	41
Quality Compliance & Review ..	43
Operations & Communications ..	45
Secretary .....	47
IDOT Inside .....	48
IDOT Outside .....	56
Fast Facts .....	65

## OUR MISSION

We provide safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity, and demonstrate respect for our environment.

## OUR GUIDING PRINCIPLES

We will accomplish our mission while making the following principles the hallmark of all our work:

**Safety • Integrity • Responsiveness • Quality • Innovation**

## OUR VISION

The Illinois Department of Transportation will be recognized as the premier state department of transportation in the nation.

## QUALITY POLICY

IDOT will consistently provide safe, cost-effective transportation for Illinois that meets or exceeds the requirements and expectations of our customers. We will actively pursue ever improving quality through programs that enable each employee to continually strive to do their job right the first time, every time.

## QUALITY STATEMENT

Do it right the first time, every time.



**Illinois Department  
of Transportation**

2300 South Dirksen Parkway  
Springfield, IL 62764  
[www.dot.il.gov](http://www.dot.il.gov)





# LETTER FROM GOVERNOR



STATE OF ILLINOIS  
**OFFICE OF THE GOVERNOR**  
SPRINGFIELD, ILLINOIS 62706

**Pat Quinn**  
GOVERNOR

April 2009

Fellow Illinoisans,

The Illinois Department of Transportation is serious about its mission to provide safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity and demonstrate respect for our environment. IDOT's guiding principles of safety, integrity, responsiveness, quality and innovation create a roadmap to continual improvement in every aspect of transportation.

As a longtime proponent of government that is transparent and fully accountable, I am pleased to welcome you to review this IDOT Annual Report for 2008. The report highlights important transportation accomplishments in Illinois from the past year as it documents ongoing efforts to improve IDOT's efficiency and effectiveness, and its stewardship of vital transportation assets throughout the state.

In 2008, IDOT continued to meet challenges presented by the rising numbers of vehicles, drivers, and miles driven on Illinois roadways. Clearly, demand remains high for the world-class transportation alternatives Illinois offers, and motorists, commercial users and other travelers from Illinois and throughout the nation are utilizing Illinois' vast system of roads and bridges to great advantage even as record numbers of travelers are using Illinois airports, inter-city rail and public transportation options within the intermodal system network across the state.

Despite the tough economic times, the Department of Transportation continues to deliver its annual program of maintenance and construction as promised each year, and its safety engineering and awareness efforts have contributed to the dramatic reduction of fatalities on Illinois roadways since 2003, in part by encouraging greater use of safety belts while discouraging driving under the influence.

I applaud IDOT's effort to shape a cleaner, greener Illinois, from its improved use of recycled paving materials to the reduction of harmful emissions at construction sites, and ongoing efforts to aid motorists, manage traffic, and reduce congestion throughout the state.

I am confident about the future of transportation in Illinois, and I depend on IDOT for continuing leadership in keeping our roads and bridges safe, our travel options plentiful, and our economy strong.

Sincerely,

A handwritten signature in black ink that reads "Pat Quinn".

Pat Quinn  
Governor



## Illinois Department of Transportation

### Office of the Secretary

2300 South Dirksen Parkway/Springfield, Illinois/62764

217/782-5597

Fellow Illinoisans,

Welcome, and thank you for your interest in this Annual Report for 2008 at the Illinois Department of Transportation. We hope this document helps keep you informed about the organization, its performance and the overall status of IDOT, as well as some of the challenges we face in the days ahead.

These are difficult economic times for all, but we at the Department of Transportation believe that sound transportation infrastructure provides the foundation needed for economic growth within a global outlook. With transportation at the base of any economic recovery effort, such a challenge presents an extraordinary opportunity at IDOT and throughout state government, as we prioritize and streamline day-to-day activities and establish far-reaching goals for transportation in Illinois moving forward.

IDOT continues to provide leadership throughout Illinois for the improvement and coordination of the state's multi-faceted transportation system. IDOT continues to accurately project, and effectively plan and implement its annual and multi-year programs as promised each year. And IDOT continues to serve as an advocate and trusted adviser to local governments and other community agencies involved in providing transportation access and services for all of Illinois.

We are steadfastly committed to being accountable to the public for our work, and being transparent and open to scrutiny in the ways we go about doing that work. We at IDOT represent and try to meet the best interests of every citizen of Illinois, while providing efficient and effective travel options for businesses, industry, tourists, and individual travelers of every description. It isn't an easy job these days, but our dedicated staff is among the best in state government, and we are here to serve Illinois.

Thanks again for taking the time to review the IDOT Annual Report for 2008. We hope it helps you better understand the vast array of transportation services and travel capacity that result from your tax dollars at work. We take our stewardship responsibilities very seriously, and we appreciate your continued support of transportation in Illinois.

Sincerely,

A handwritten signature in cursive script that reads "Gary Hannig".

Gary Hannig  
Secretary

# INTRODUCTION



On Jan. 1, 1972, by an Act of the 77th General Assembly, Illinois became the 14th state to establish a Department of Transportation. This department assumed the responsibilities of the Department of Public Works and Buildings and the Office of Mass Transportation from the Department of Local Government Affairs. Also included in the new Illinois Department of Transportation (IDOT) were the safety inspection functions administered by the State Police, Secretary of State, Illinois Commerce Commission and the Superintendent of Public Instruction. On Aug. 30, 1973, Aeronautics became a division within IDOT. In July 1995, the Division of Water Resources, originally a part of IDOT, was transferred to the newly formed Department of Natural Resources.

Because IDOT was created to meet the multi-modal transportation needs of our state, it was Illinois' first agency to be headed by a "Secretary." IDOT is responsible for building and maintaining the state's highways, supporting air, rail and public transportation projects, and encouraging traffic safety so that the avenues of commerce and travel remain open and accessible to all of Illinois.

In 2006, the U.S. Department of Transportation, IDOT and other state departments of transportation across the nation celebrated the 50th anniversary of the Eisenhower Interstate Highway System. Illinois played an integral role in making that continental undertaking a reality, inspired through President Dwight D. Eisenhower's forward thinking. Holding true to Illinois' historical role as a crossroads for national transportation starting decades ago with critical rail and air services, three of the five transcontinental Interstate highways traverse Illinois – Interstates 70, 80 and 90.

Illinois business and leisure travelers rely on the promise of reliable, safe and cost-effective transportation services, and in turn, IDOT commits itself to the operation, oversight and maintenance of the state system. As a result, IDOT enjoys the nation's fifth largest highway system, the second largest public transportation system, the second largest rail system, and one of the busiest airport systems in the nation.

That was IDOT's past and present. This annual report is designed to illustrate IDOT's continual movement forward. Today's goals for transportation in Illinois revolve around improved safety, improved mobility, preservation of our priceless intermodal transportation system, and the proper stewardship of that system to improve quality of life and economic prosperity throughout the state.



## **Safety Belt Usage Increases, Traffic Fatalities Decrease**

Through 2008, Illinois motorists were buckling up at an all time record rate, with more than nine in every 10 drivers and front seat passengers wearing their safety belts. Seat belt usage was up overall by 14 percentage points from July 2003 when Illinois enacted its primary safety belt enforcement law.

"Illinois continues to move in the right direction as motorists are taking notice and buckling up in record numbers," said Don McNamara, Regional Administrator for the National Highway Traffic Safety Administration. "IDOT and the state police must continue focusing enforcement and education efforts on what we know saves lives, the fatal five: safety belts, speeding, improper lane usage, following too closely and impaired driving."

"Illinois roads are safer because motorists are more and more aware of the need for and the wisdom in buckling up," said Illinois Transportation Secretary Gary Hannig. "We're trying new things aimed at safety. In recent years we have implemented a Comprehensive Highway Safety Program, we've added a Motorcycle Enforcement Bureau, and we have made a significant commitment to improved safety engineering. We are employing photo radar and aggressive enforcement and public information campaigns to get motorists to buckle up, slow down and not drive impaired."

## **2008: Safest Year on Illinois Highways Since 1921**

Illinois motorists can be proud of their role in making 2008 the safest year on Illinois roadways in more than 85 years as traffic fatality numbers dropped below 1,050 for the first time since 1921. An average of about 400 fewer people were killed on Illinois highways during 2008 than in 2003 when the primary safety belt law passed. The decline in traffic deaths corresponds to all-time high safety belt usage as more than 90 percent of front-seat passengers were buckling up, the highest usage rate in Illinois history.

Working together with IDOT on more effective enforcement methods, Illinois State Police officers have aggressively targeted what are known as the "Fatal Five" violations in an effort to reduce highway fatalities. The "Fatal Five" include: speeding, safety belts, improper lane usage, following too closely and driving under the influence.

Recently, Illinois was named by Advocates for Highway and Auto Safety as one of the four "Best Performance States" in its fourth annual highway safety report.

## **E-Mail Alert System Helps Chicago-area Drivers Avoid Traffic Jams and Other Delays**

Chicago-area commuters in 2008 were making great use of free, real-time traffic alerts from the Illinois Department of Transportation (IDOT) through an e-mail alert program initiated in 2006.

The new system – available through [www.iltrafficalert.com](http://www.iltrafficalert.com) – has proved popular as it allows motorists to request customized e-mail traffic reports providing information about travel times, vehicle speeds, construction work, congestion and incident occurrences affecting any of more than 70 route segments on Chicago-area expressways and suburban Tollways. The automatic alerts can be sent to participants via e-mail, cell phone text messaging, or other mobile devices. Additional segments will be added pending completion of construction projects and other factors. The system was launched first in the Chicago area as part of IDOT's ongoing congestion mitigation efforts.

## **Photo Enforcement Promotes Safety; Frees Up Local Police for Other Duties**

Since its implementation in 2006, IDOT's photo enforcement program has given local governments the ability to use photo enforcement at railroad crossings, which provides local governments a new and effective high-tech tool to improve traffic safety and free limited police resources for other duties.

The law gives local governments the authority to use photo enforcement to crack down on drivers who ignore warning signals and go around lowered railroad crossing gates.

The law gives IDOT and the Illinois Commerce Commission the authority to work with counties and municipalities to establish a system of automated enforcement at railroad crossings. The system consists of a camera or cameras at a rail crossing that capture pictures of vehicles and drivers that drive around lowered gates or stop on railroad tracks.

When a violation is recorded, the owner of the vehicle is mailed a Uniform Traffic Citation. A first violation of this provision is punishable by a \$250 fine or 25 hours of community service. A second or subsequent violation leads to a \$500 fine and up to a 6-month suspension of vehicle registration.

# EXECUTIVE SUMMARY

The Illinois Department of Transportation delivered a nearly \$1.8-billion annual highway program as promised in 2008, even as staff numbers at IDOT reached another record low.

IDOT staff numbers declined by nearly 5 percent in 2008, with overall headcount reaching fewer than 5,200 department-wide for the first time in IDOT history. Despite these staff reductions, strict attention to programming, engineering and administrative efficiencies and improved process management meant that the 2008 highways program delivered more miles of improved pavement, as many bridge improvements, and more safety improvements than promised or projected for the year.

At the same time, IDOT further entrenched its successful policies emphasizing improved traffic safety, greater administrative efficiency, department-wide quality management, better program coordination, and more timely and accurate real-time communications for travelers and transportation workers.

IDOT innovations in work zone safety, motorist safety awareness and state-of-the-art electronic communications have helped reduce the number of crash fatalities on Illinois roads to a record low since 1921, as they help drivers and other travelers make more informed decisions in order to avoid traffic congestion even as they travel.

Internally, IDOT continued its drive to greater efficiency through better communications, key process changes and workload restructuring, improved deployment of staff, and more effective coordination of technological improvements. IDOT in 2008 continued to expand its improved process management standards within the department, including the quality management system certified since 2006 under the ISO 9001:2000 Standard, an internationally recognized quality standard that emphasizes public accountability, continual improvement and always greater process efficiency. The Department is applying and expanding the reach of ISO standards to further link and guide administrative activities affecting all areas of the organization.

*The net results of these activities included:*

- Delivery of its nearly \$1.8-billion highways program even with the lowest staff headcount in IDOT history;
- Expanded passenger rail service for Illinois travelers and a record number of train passengers as nearly 1.5 million utilized inter-city passenger service;
- Expanded public transit service especially in historically underserved areas;
- Significant improvements to the regional airport system;
- Improved coordination and oversight of public transportation service.

Thus, for the sixth consecutive year, IDOT made significant progress in addressing statewide priorities for public safety, reform and renewal, jobs, education, health care, environment, and a balanced budget. A listing of IDOT's top 15 accomplishments in 2008 follows:

## **IDOT's Top 15 Accomplishments for 2008**

**1. Deep Reductions in Traffic-Related Deaths** - The Illinois Department of Transportation (IDOT) has continued to implement successful safety initiatives and programs that have helped reduce overall traffic fatalities by more than 20 percent in 2008. The IDOT Division of Highways works closely with the Division of Traffic Safety in establishing and implementing the Illinois Comprehensive Highway Safety Plan (CHSP) and over the last five years, Illinois highway deaths have decreased from 1,420 in 2002 to 1,042 in 2008, the lowest number of fatalities since 1921. When the CHSP was implemented in 2005, the statewide goal was to reduce traffic-related fatalities to 1,000 or fewer by 2008. Preliminary data shows that this number may be reached in 2009.

**2. I-74 Through East Peoria and Peoria** - This \$500 million reconstruction is the largest project ever undertaken by the Department outside of the Chicagoland area. Initial project studies began in 1990, and the entire project was completed in FY 2008. This project included the complete reconstruction of over eight miles of interstate, and the removal of a portion of a major truss bridge. Quality of life has been increased due to the improvements to I-74.

**3. ISO 9001:2000** - On July 6, 2006, IDOT achieved ISO 9001:2000 certification to include all processes involved in the Planning, Design, and Construction of Road and Bridge Improvements, Maintenance of Existing Roads and Bridges, and Administrative Oversight in the Central Administrative Office and Regional District Six. The Department's certified management system currently includes nearly 700 employees.

ISO 9001:2000 is an internationally renowned quality standard that is embraced by more than 750,000 companies worldwide. Currently the number of government agencies that are ISO 9001:2000 certified is very small due to the stringent nature of the registration process, but interest is increasing. In order to achieve certification, organizations must complete multiple audits of their internal quality controls to determine the level of conformance to the requirements of the ISO 9001:2000 Standard. Certification ensures that the ISO 9001:2000 Standard requirements have been properly implemented and maintained by the audited organization. Continual reassessments of the organization must be conducted annually to maintain certification.

# EXECUTIVE SUMMARY

The ISO 9001:2000 Standard contains important requirements that ensure the organization is continually measuring progress of key objectives, analyzing that information to identify opportunities for improvement, and reviewing the effectiveness of actions taken at regular intervals. ISO 9001:2000 certification of government agencies shows great promise in improving the ability of public institutions to provide value to their stakeholders. As a pioneer in this movement, IDOT has firmly established itself as one of the premier transportation agencies in the nation.

**4. Dan Ryan Expressway** - This \$975 million project involved the reconstruction of the Dan Ryan Expressway mainline travel lanes, including the express lanes and local lanes, between 31st Street and 69th Street, mainline reconstruction from 71st Street to I-57 and the provision of an additional lane in each direction. The work consisted of retaining walls, improved entrance and exit ramps, installation of new storm sewers to prevent flooding problems during heavy rains on the expressway, reconstruction of the three bridges, new 30-year life pavement for local lanes from 31st Street to 71st Street (Southbound and Northbound completed 15 days ahead of schedule), Southbound 71st Street to I-57 interchange-Mainline (completed 10 days ahead of schedule), Northbound I-57 to 71st Street-Mainline (completed five days ahead of schedule), bridge overlay with joint replacement (Southbound completed 15 days ahead of schedule), improved highway lighting and new Dynamic Message Signs for public information and safety. The Dan Ryan project was completed and safely opened for traffic ahead of schedule.

IDOT coordinated numerous community outreach efforts through public meetings, public hearings, legislative meetings, a telephone hotline, website updates, press releases and brochures alerting the community of traffic alerts. IDOT has pushed to increase the Disadvantaged Business Enterprise participation goal (the main contractor received an award from the Illinois Road Builders Association for the achievement of Equal Employment Opportunity Utilization-47 percent). The department received an award from the American Society of Civil Engineers for the Outstanding Civil Engineering Achievement of the Year over \$5 million.

**5. Kingery Expressway** - Reconstruction of the Kingery Expressway (I-80/94) was completed in early FY 2008. The \$460 million Kingery Reconstruction Project included work on I-94 (Bishop Ford Expressway), IL 394, I-80/94 (Kingery Expressway in Illinois and Borman Expressway in Indiana), Torrence Avenue and various local frontage roads in South Holland and Lansing, Illinois and Munster and Hammond, Indiana. Numerous presentations were made to local businesses, local governments, media and community groups

to keep the public informed of progress of the work. The Department networked with the trucking industry across the country to keep them informed of expressway detours required to set curved girders over the expressway. Motorists were also informed of traffic impacts due to expressway detours by signs placed at rest areas, the department website and press releases. The Department received two awards from the American Council of Engineering Companies. In 2007, the IL 83 interchange at I-80/94 received the Illinois Honor Award for Engineering Excellence, and the entire Kingery project received the Engineering Excellence Award.

**6. Context Sensitive Solutions** - Context Sensitive Solutions (CSS) is a pragmatic approach to problem solving and decision making in regards to stakeholder involvement. The CSS law was passed on August 19, 2003 with an effective date of January 1, 2004. IDOT conducted a series of meetings with interest groups, legislators, local officials and regulatory resource agencies to develop a departmental policy. A department policy was issued on August 1, 2005. A subsequent, detailed procedure memorandum of the development of highway projects was issued on March 1, 2006. In addition, the Department has developed three classes to train department staff and consultant firms. The classes are titled CSS Awareness Class, CSS Approach Class, and the CSS for Local Roads. Each class provides hands-on practice to the activities needed to conduct a CSS study. These classes consist of a mix of IDOT and consultant staff. The CSS for Local Roads class has been held several times for members of local agencies. We have advertised contracts for preliminary engineering studies requiring the use of the CSS process.

**7. Evacuation Plan** - The Illinois Terrorism Task Force assisted in the development of evacuation traffic management plans for Chicago, Rockford, Peoria, Springfield, and East St. Louis. Approximately \$8 million in traffic management equipment was installed to ensure free traffic flow from danger zones. In addition, railway disaster response planning was coordinated with railroad representatives. Traffic management plans included a Contra Flow Plan for the city of Chicago expressways and other priority routes, along with an emergency traffic plan for the I-190 corridor along the O'Hare International Airport. Forty-two organizations participated in a successful Transportation Emergency Preparedness Exercise in the Chicago area to test evacuation planning on the expressway system.

**8. Prairie Parkway Study** - The Prairie Parkway is a proposed new limited access highway connecting I-80 and I-88 through Grundy, Kendall and Kane counties. The Record of Decision approving this project was signed by the Federal Highway Administration (FHWA) on September 19, 2008 and right of way acquisition



# EXECUTIVE SUMMARY

was started, primarily between IL 71 and US 34. IDOT acquired three large parcels of land totaling over 127 acres for the Prairie Parkway. These parcels are in the priority section for the Prairie Parkway near US 34 at Plano. To date, the District has held more than 200 meetings with the public, landowners, elected officials, governmental staff and interest groups as part of the project's CSS effort.

**9. McKinley Bridge** - This project was a \$44.5 million reconstruction and rehabilitation of the McKinley Bridge across the Mississippi River in Venice. The structure was closed in October 2001 due to advanced deterioration. After extensive rehabilitation, the bridge was opened in FY 2008. Opening the McKinley Bridge re-establishes an important option for commuter traffic traveling from Illinois to Missouri. It also promotes economic development for the north side of St. Louis and the industrial areas of Venice, Brooklyn and Madison in Illinois.

**10. Bridge Recovery** - IDOT has implemented and exercised a Bridge Recovery Plan for critical bridges throughout the state. The plan provides for a quick response to an act of terrorism or a natural disaster. The plan offers the ability to assess damage and provide faster repair or replacement. The success of this plan is illustrated by the following. On December 7, 2007, a dump truck carrying a load of gravel struck the 115th Street Bridge over I-94 when his bed inadvertently rose. The quick reaction and expertise on site provided by the Bridge Recovery Plan helped minimize the road closure and the disruption of over 145,000 travelers that use I-94 each day.

**11. IL 336 Expansion** - This \$120 million expressway reconstruction project was opened to traffic on October 29, 2008. Construction of this 20.6 mile improvement required nearly three years of intensive effort and coordination with District Six to complete. The completion of this major expressway will improve mobility in west-central Illinois.

**12. Environmental Protection** - The IL 29 Peoria to I-180 project has been selected as one of the FHWA's Exemplary Ecosystem Initiative awards for 2006. The project was selected due to the use of innovative mitigation efforts for natural resources as outlined in an agreement between IDOT and the Illinois Department of Natural Resources (IDNR). Many of the mitigation efforts resulted in land being transferred to IDNR for the protection of such species as the bald eagle. In addition, the project broke new ground with design features such as the use of a split roadway profile that minimized the amount of land to be taken in areas adjacent to nature preserves and wildlife refuges. The project also incorporated designs for wildlife underpasses.

**13. Mt. Vernon Interchange** - This \$15.5 million project is ahead of schedule with construction of the new interchange on I-57 with Veteran's Memorial Drive. This interchange will greatly relieve pressures and congestion on the existing I-57 and IL 15 interchange as well as open this southern area of Mt. Vernon to economic expansion. The project is anticipated to be completed and opened to traffic in 2009.

**14. Mississippi River Bridge** - The New Mississippi River Bridge project includes the construction of a new four-lane cable stayed bridge over the Mississippi River from the Metro East in Illinois to North St. Louis in Missouri, construction of relocated I-70 from the I-55/70/64 (Tri-Level) Interchange to the new bridge and numerous improvements to the local street network to accommodate the new construction. Construction of the new bridge is necessary to increase safety in and around the downtown area, relieve congestion on the Poplar Street Bridge and provide redundancy in the transportation system.

On February 28, 2008, Illinois and Missouri reached an agreement on construction of the project. The estimated cost for the project is \$640 million:

Main Span Structure and Approaches .....	\$306 million
Illinois Connecting Roadways and Bridges .....	\$264 million
Missouri North Interchange .....	\$70 million

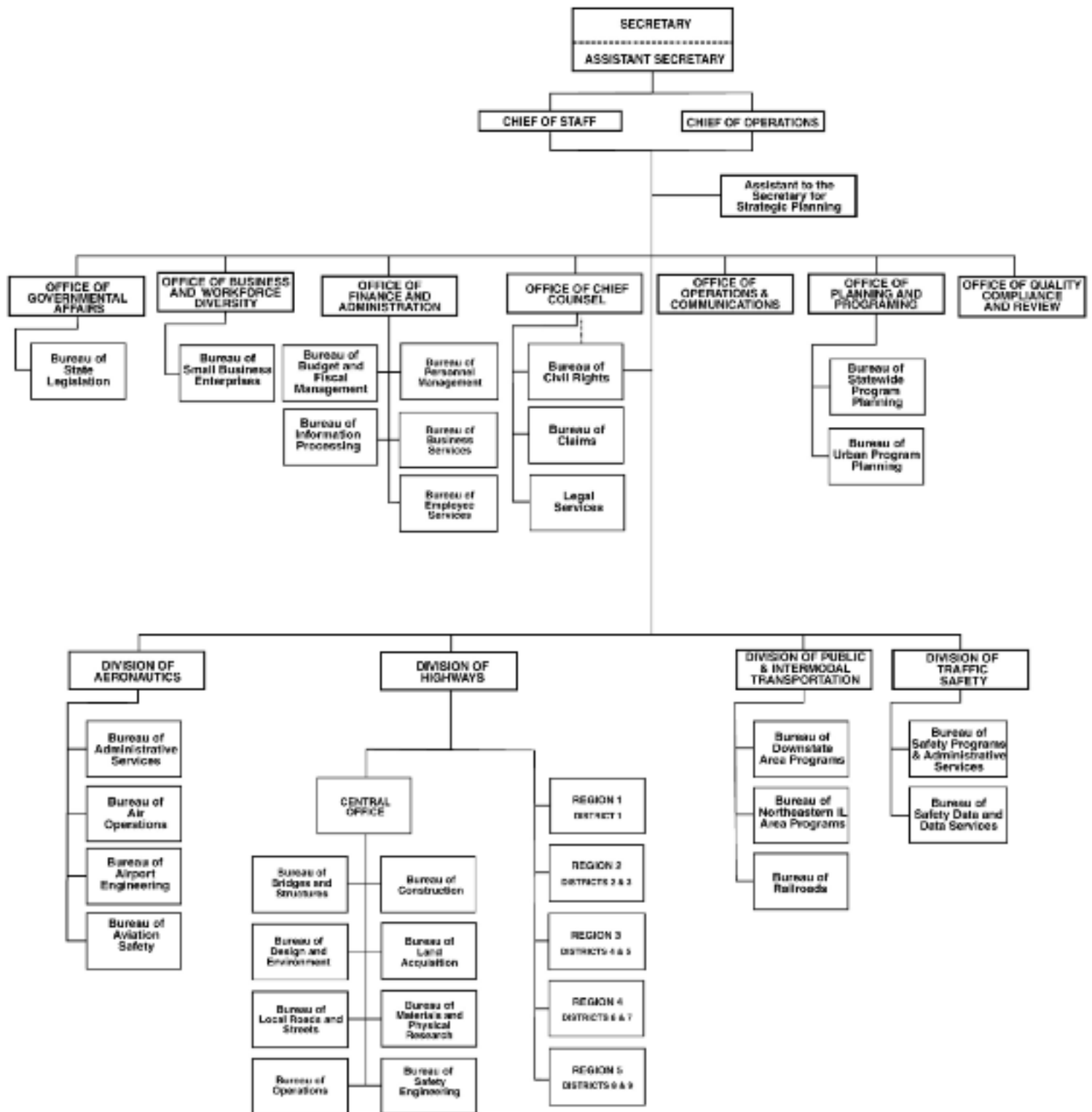
Missouri is the lead state for the environmental approval and the design and construction of the main span and approaches. Illinois is responsible for a maximum of \$213 million for the main span and approaches while Missouri will be financially responsible for any cost overruns for the main span and approaches. Illinois is also responsible for the connection to I-55/70/64 in Illinois at a cost of \$264 million.

Design, archaeology and land acquisition began in 2008. Construction is expected to begin in 2010 and last four to six years.

**15. Reduction of Construction Change Orders** - From 2004 to 2008 the Division of Highways has reduced the amount of contract construction change orders from 3.5 percent of total contract cost to 1.9 percent. This reduction in percent change order amounts reflects increased individual project cost control during construction. The result has enabled the Department to allocate funds to initiate additional projects. In a typical construction year, a reduction of 1 percent in change orders frees up some \$16 million to \$20 million in construction funds.



## Illinois Department of Transportation



## **IDOT: Continuous Improvement for Efficiency, Accountability**

In 2008, the Illinois Department of Transportation continued and expanded the ISO 9001:2000 quality certification of its processes involved in the Planning, Design, and Construction of Road and Bridge Improvements, Maintenance of Existing Roads and Bridges, and Administrative Oversight in the Division of Highways and key administrative support areas. The registration encompasses the majority of activities and processes in the Central Administrative Office and Regional District Six, involving more than 700 employees.

ISO 9001:2000 is an internationally accepted quality standard that is embraced by more than 750,000 organizations worldwide, based on guidelines developed and established by the International Organization of Standards (ISO). Included are such organizations as J.D. Power and Associates, Sears, and NASA. Registration to the ISO standard is a complex undertaking that involves multiple audits of an organization's internal quality control systems to determine levels of conformance to the requirements of the standard. Registration ensures that ISO 9001:2000 requirements have been properly implemented and maintained by the audited organization, and that the organization seeks continuous improvement. Annual assessments of the organization are required to maintain the certification.

This quality management effort, in its first three years, has produced numerous improvements for the Department including:

- Improved control and electronic tracking of documents and records;
- Improved communication of strategic goals throughout the organization;
- Implementation of effective objectives and measures in all areas to drive continual improvement of core processes;
- Improved customer complaint processes and service satisfaction measures to ensure the Department maintains a customer focus;
- The creation of dynamic manpower staffing models to predict future manpower needs based on anticipated workloads;
- Improved documentation of key processes to promote effective knowledge management and improved productivity.

IDOT in 2009 and beyond will seek to expand the ISO 9001:2000 registration within the Central Office and additional Highway Districts.

As a measure of the effects of such changes, the annual IDOT employee survey seeks to assess and

compare employee attitudes about work-related issues. Results from 2005, when ISO certification was initially achieved, to 2008 suggest that improvements such as those leading to the ISO certification are helping the agency improve operations in key areas as responses to the following issues showed significant gains in agreement among IDOT staff:

- Work goals aimed at customer satisfaction: up from 75% in 2005 to 78% in 2008;
- Overall job satisfaction: up from 64% in 2005 to 76% in 2008;
- Involvement in decisions affecting my work: up from 57% in 2005 to 63% in 2008;
- Effective internal communications systems: up from 60% in 2005 to 66% in 2008.

## **Organization and Responsibilities**

IDOT is developed around a functional organizational concept with seven Offices providing staff support to the Secretary and four modal Divisions.

### **Office of the Secretary**

- **Offices**
  - Business and Workforce Diversity
  - Chief Counsel
  - Finance and Administration
  - Governmental Affairs
  - Planning and Programming
  - Operations and Communications
  - Quality Compliance and Review
- **Divisions**
  - Aeronautics
  - Highways
  - Public and Intermodal Transportation
  - Traffic Safety

The mission of IDOT is to provide safe, cost-effective transportation for Illinois in ways that enhance the quality of life, promote economic prosperity and demonstrate respect for our environment. The department strives to achieve this mission by making these guiding principles the hallmark of its work: Safety, Integrity, Responsiveness, Quality, and Innovation.

### *Underlying strategic objectives seek to:*

- Provide cost-effective, quality highways and services to the highway user.
- Minimize inconvenience to travelers as construction, resurfacing and other improvements take place.
- Integrate concern for the environment and quality of life of Illinois citizens in the transportation planning process.
- Improve communications and other processes within IDOT.
- Increase public awareness and involvement through improved external communications.



- Coordinate programs and services better.
- Pursue technological innovations which will allow IDOT to more effectively address urban congestion problems, to explore new or existing modes and alternatives that increase the efficiency of the existing system and to make better use of highway building materials and new designs.
- Improve safety for travelers and transportation workers.
- Continue the state's role to preserve Illinois as one of the nation's major airline hubs by fostering the development of a new third airport in northeast Illinois.
- Make capital resources available for highway improvements that will be a positive force in the location, selection or expansion of existing or new industrial/economic development projects or tourism developments. Although economic development policy applies in both job creation and job retention situations, its use has been primarily focused in the job creation arena.
- Provide a stable base of transit operating assistance and capital funding to ensure the availability of public transportation throughout the state to serve individuals unable to use automobiles and to reduce congestion and improve air quality.
- Preserve and enhance rail passenger service in Illinois and continue the development of a high-speed rail system between Chicago and St. Louis as part of a balanced transportation system.

The Department of Transportation plans and implements capital improvements and owns and operates the Illinois state highway network. Public transportation, airports and rail service are under the broad oversight of IDOT but are operated by local units of government or other entities. Illinois provides funding for capital airport improvements, some passenger rail services and public transportation to preserve and enhance those transportation assets. Additionally, the state provides financial operating assistance to public transportation carriers.

Because the department is the operator of the state's highway network, the department has developed five

strategic capital investment priorities which govern the allocation of state and federal funding for capital improvements on the 17,000-mile state highway system and to accomplish the mission of the Division of Highways:

1. Preservation and modernization of the Interstate highway system.
2. Preservation and modernization of the U.S. and Illinois marked route highway system – the state's backbone highway network.
3. Preservation and modernization of the Illinois unmarked highway system.
4. Expansion/add lanes improvements to reduce congestion.
5. Construction of new principal arterial routes to enhance economic development.

## ILLINOIS' TRANSPORTATION SYSTEM

- More than 140,000 miles of roads and streets and more than 26,400 bridges carrying nearly 300 million vehicle-miles of travel daily throughout Illinois.
- 52 public transit systems with 5,700 transit vehicles serving nearly 600 million passengers a year.
- 52 privately owned freight railroad companies operating on 7,380 miles of rail line.
- 12 privately owned intercity bus companies.
- 83 public airports (11 with commercial air service) and 54 private airports.
- Nearly 1,900 miles of the nearly 16,500-mile state highway system are suitable for bicycling.
- 140 intermodal freight transfer facilities and 35 major passenger intermodal transfer points for intercity rail, bus and air transportation.

Illinois' transportation system includes privately and publicly owned and operated facilities. For more than a century, Illinois' central location within the United States and its historical prominence in agriculture, manufacturing, and commerce have spurred development of an extensive and highly used system of transportation and services.

